

Juvenile Justice
and Rehabilitation
Administration

John Clayton, Assistant Secretary

2013-2015

Strategic Plan

June 2014



VISION

Safe and healthy individuals, families, and communities

MISSION

To transform lives by creating pathways for self-sufficiency through meaningful partnerships, employment, new opportunities, and effective rehabilitation services

VALUES

Honesty and Integrity
Pursuit of Excellence
Open Communication
Diversity and Inclusion
Commitment to Service
Outcome-focused
Social Justice
Collaboration
Community Safety

Introduction

Juvenile Justice and Rehabilitation Administration (JJ&RA) believes youth and adults deserve opportunities for rehabilitation, healthy community engagement and to achieve self-sufficiency. We create pathways for each individual's success by providing effective and safe treatment services; developing meaningful partnerships with community organizations, employers, schools and mentors; and creating relationships with employers that lead to skill development and personal growth. We actively apply our values of excellent service, commitment to our customers' best interest and employment success, community safety, collaboration with families and community partners, social justice and a strong focus on positive outcomes. JJ&RA serves a wide range of individuals through its diverse suite of programs every year:

- Juvenile rehabilitation services to over 1,600 adjudicated youth ages 10-21 in JR residential and community programs.
- Vocational rehabilitation services for over 12,700 individuals with disabilities.
- Office of Juvenile Justice (OJJ) provides support and expertise to the full juvenile justice continuum and staffs the Washington State Partnership Council on Juvenile Justice.
- The Special Commitment Center provides community safety, specialized treatment and rehabilitation services for over 300 civilly committed individuals.

DSHS Goals

Goal 1

HEALTH – Each individual and each community will be healthy.

Goal 2

SAFETY – Each individual and each community will be safe.

Goal 3

PROTECTION – Each individual who is vulnerable will be protected.

Goal 4

QUALITY OF LIFE – Each individual in need will be supported to attain the highest possible quality of life.

Goal 5

PUBLIC TRUST – Strong management practices will ensure quality and efficiency.

Juvenile Rehabilitation (JR) services are designed to increase the youth's prosocial behavior, to prepare them for productive lives and a successful future when they leave JR, as well as to assist families as they support youth re-integrating into their home and community. JR utilizes Dialectical Behavior Therapy, Functional Family Parole, and other evidence based programs. These models teach youth key skills that improve the likelihood of remaining crime-free, succeeding in school and at work and improving their relationships with their families and the community at large. JR collaborates with juvenile courts to create a continuum of quality services that promote accountability and rehabilitation. JR also engages the workforce to provide the opportunities for youth to develop skills needed to be successful in their future and the workplace.

The Division of Vocational Rehabilitation (DVR) serves individuals with disabilities who want to work and need individualized employment services and counseling to overcome barriers to employment that result from a disability or conditions of the workplace. Individuals are eligible for services if they have a physical, mental, or sensory disability that results in an impediment to employment and they require vocational rehabilitation services to become employed. DVR engages the business and employer community at all levels and provides technical assistance, resources and training to human resource staff and coworkers regarding the hiring, retention, and advancement of people with disabilities.

The Office of Juvenile Justice (OJJ) promotes partnerships and innovations that improve outcomes for juvenile offenders and their victims and builds family and community capacity to prevent delinquency.

The Office provides analysis and expertise to state and local policy makers through partnerships with each aspect of the juvenile justice community, including youth, law enforcement, judges, courts, detentions and county administrators. The OJJ is responsible for monitoring adult and juvenile secure facilities to ensure youth are afforded the core protections of the federal Juvenile Justice and Delinquency Prevention Act, and to ensure that the state identifies and makes efforts to reduce racial and ethnic disparities in the juvenile justice system.

The Special Commitment Center (SCC) manages and provides residential treatment to individuals who are civilly committed by the court as sexually violent predators upon completion of their criminal sentence. SCC provides services to residents in a manner that promotes both individual rehabilitation and maintains community safety. The setting and structure of the SCC programs must balance the primary goal of effective treatment with community safety.

Goals

Governor Jay Inslee's Results Washington Goals

JJ&RA is a partner in Governor Jay Inslee's **Results Washington**, a focused effort to create effective, efficient, and accountable government.

Results Washington Goal Area number 4 is Healthy and Safe Communities. Under this goal area, the JR program has lead responsibility for a success metric under the *Safe People: Decrease Crime Rates* success indicator. JR's **Results Washington** success metric is:

- Increase the percentage of youth released from Juvenile Rehabilitation who do not return in 12 months from 92 percent to 95 percent by 2015.

JJ&RA is also a partner in the Results Washington's Goal Area number 2: Prosperous Economy. The Division of Vocational Rehabilitation is a key partner in meeting the leading indicator under the goal topic of *Thriving Washingtonians, Quality Jobs*: "increase employment rate for people with disabilities from 23% in 2011 to 24% by 2015". The Division of Vocational Rehabilitation will partner with a broad range of national and local partners to assist with reaching this goal, including the Economic Services Administration.

Phase two of JJ&RA's work with Governor Inslee's **Results Washington Safe People: Decrease Crime Rates** category includes the developmental measure of "decreasing the percentage of youth of color in detention". JJ&RA will be developing the measure with juvenile justice partners including youth and families, counties, judges, prosecutors, law enforcement and others. The success measure will be defined and adopted by July 2014. Together we will develop a strategy to target and measure the disproportionate response to minority youth that results in more of these youth held in detention.

Department of Social and Health Services (DSHS) Goals

As a member of the DSHS team, JJ&RA also has lead responsibility for performance metrics that fit within DSHS' departmental goals. DSHS has the following five broad goals:

- **Health** – Each individual and each community will be healthy.
- **Safety** – Each individual and each community will be safe.
- **Protection** – Each individual who is vulnerable will be protected.
- **Quality of Life** – Each individual in need will be supported to obtain the highest possible quality of life.
- **Public Trust** – Strong management practices will be used to ensure quality and efficiency.



JJ&RA has the following success metrics in support of the DSHS Goals listed below:

Health:

- Youth in JR will have increased access to coordinated delivery of medical, behavioral health and long-term services and supports to improve their health status.

Safety:

- Decrease rearrests by effectively preparing juvenile justice-involved youth for their future. (Note: includes **the Results Washington** success metric)
- Youth in JR will have increased access to job readiness, job search and pre- and post-employment support programs.
- Youth in JR will achieve an improvement in their academic status while in care.
- Public safety will be enhanced through provision of coordinated rehabilitative services to residents at SCC.

Quality of Life:

- The maximum number of DVR eligible individuals supported by available resources will be rehabilitated.
- DVR will increase visibility in employer communities as the source for quality job applicants and in the disability communities as the source for good paying jobs.

Public Trust:

- Maintain a productive, effective organization and maximize service delivery capacity within available resources.
- Recruit, develop and retain an informed, inspired, diverse and engaged workforce.

Strategic Plan

Below are the details of our Strategic Plan to meet our Strategic Objectives. Each Strategic Objective is discussed under its larger DSHS goal area. Each Strategic Objective includes a statement of its importance, qualified success measures, a timeline for achieving them, and most importantly, an Action Plan.

JJ&RA Strategic Objectives are monitored and reported quarterly online at <http://www.dshs.wa.gov/ppa/strategic.shtml>. Each Action Plan is also updated quarterly.

Strategic Objectives, Importance, Success Measures and Action Plans

DSHS Goal 1: Health – Each individual and each community will be healthy.

Strategic Objective 1.1: Youth in JR will have increased access to a coordinated delivery of medical, behavioral health and long-term services and supports to improve their health status.

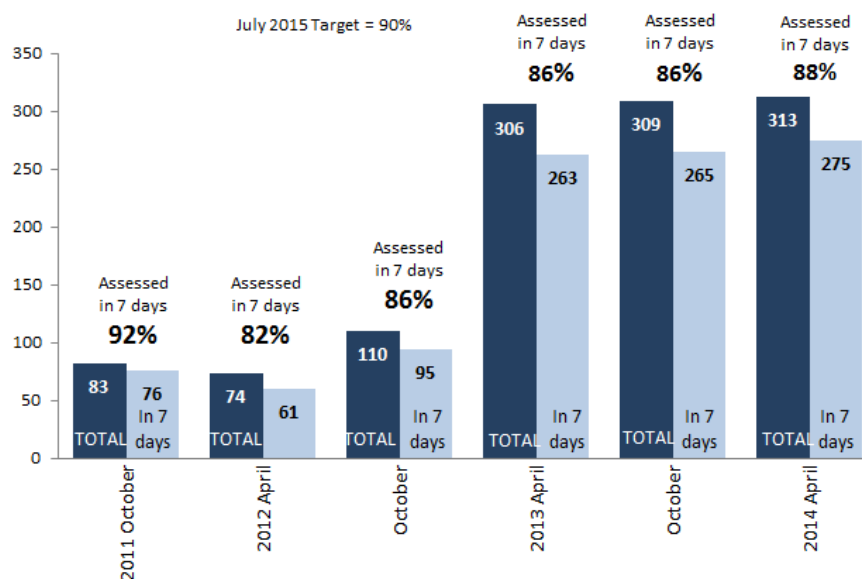
Importance: Increasing a youth's access to necessary medical, behavioral health and other supportive services improves their ability to be healthy, fully active and engaged community members upon their reentry to the community.



Success Measures:

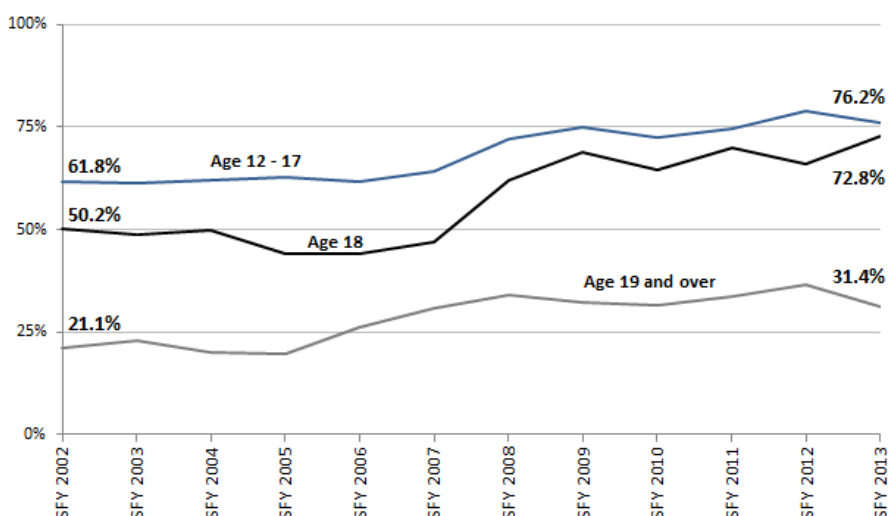
- 1.1.1 Increase the percentage of youth entering JR that receive a complete physical exam within seven days of admission from 86 percent to 90 percent by July 2015.

CHART 1.1.1 Percent of health assessments completed within seven days of admission



- 1.1.2 Increase the percentage of eligible youth connected with DSHS funded medical benefits within seven days of release by 5% in each age category by July 2015.

CHART 1.1.2 Percent of youth who get Medicaid medical benefits after release from JR Institutions



- 1.1.3 Increase the percentage of chemically dependent youth who complete a treatment program while with JR from 78 percent to 83 percent by July 2015.

Quarterly measure under development



Action Plan: JR will improve the care, transition and reentry of youth from JR residential programs to the community through collaborations with each Regional Support Network (RSN) in the state as outlined in the JR/RSN Memorandum of Understanding (MOU). JR will also collaborate with local community mental health centers and substance abuse treatment and aftercare programs, the Health Care Authority, and with DSHS Division of Behavioral Health and DSHS Developmental Disability Administration with a clear focus on:

- Primary Health Care (Medical and Dental).
- Behavioral Health (Mental Health and Substance Abuse treatment and aftercare).
- Developmental disability services.

JR's internal medical providers will identify and implement efficiencies in practice that will aid the completion and documentation of physical exams within seven days.

Upon intake, youth will be immediately scheduled for the next available physician appointment.

Medical coverage applications and RSN referrals will be documented on designated timeframes as part of the youth Reentry Plans.

JR and the Health Care Authority will develop a new process for streamlined applications for medical coverage under the Affordable Care Act.

JR residential and parole staff will assist youth and their families with keeping reentry or community appointments to meet mental health and other needs.

JR will implement a co-occurring substance abuse-mental health program, called Matrix, which incorporates cognitive behavioral therapy and motivational interviewing.

DSHS Goal 2: Safety - Each individual and community will be safe.

Strategic Objective 2.1: Decrease rearrests by effectively preparing juvenile justice-involved youth for their futures.

Importance: JR youth are more likely to live positive, crime-free lives upon reentry to the community when they receive parole services, experience step down programs in JR community facilities, have a strong connection with positive role models and have a plan to prepare them to be productive citizens. Youth are 48 percent less likely to be rearrested when they receive research-based parole aftercare services. Parole works with youth and their families keeping them actively engaged in their reentry plan and establishing new patterns of support and success.

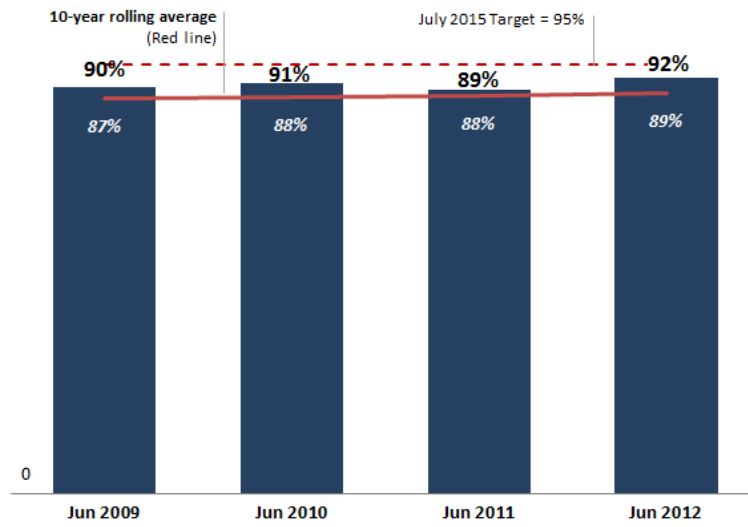
Success Measures:

- 2.1.1 Increase the percentage of youth released from JR who do not return in 12 months from 92 percent to 95 percent by 2015. (Note: also a **Results Washington** Success metric)



CHART 2.1.1 Percent of youth who do not return to JR in 12 months

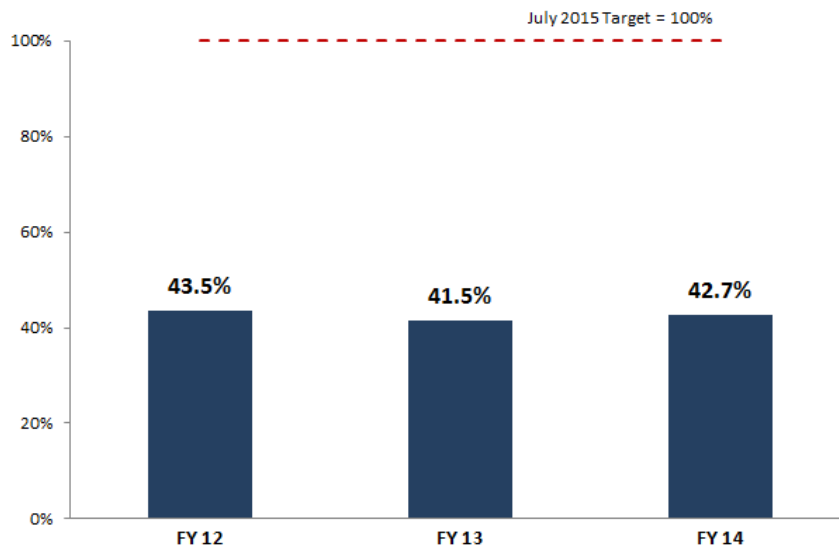
Percent without readmit



See analysis and plan at: [JJRA Action Plan 2.1.1 – Youth Not Returning](#)

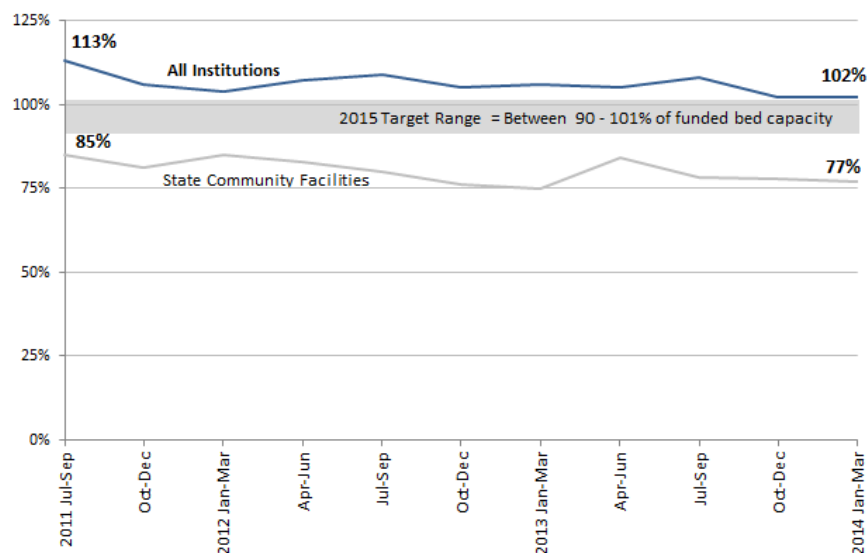
- 2.1.2 Increase the percentage of youth receiving parole aftercare services from 44 percent to 100 percent by July 2015.

CHART 2.1.2 Percent of youth receiving parole services



- 2.1.3 Maintain the residential fill rates in JR facilities between 90 – 101 percent of funded bed capacity by 2015.

CHART 2.1.3 Residential fill rates



- 2.1.4 Increase the number of eligible youth matched to a mentor from 28 percent to 38 percent by July 2015.

Reporting mechanism is being updated

Action Plan: JR will:

- Prioritize and document individualized skill development for youth and families through skills groups, therapeutic family contacts, and FFP adherence.
- Promote youth readiness for and the identification of step down opportunities for youth by residential staff.
- Implement youth and family-centered Multi-Disciplinary Team meetings, with active participation by the youth and family.
- Conduct a review of community facility transitions.
- Increase youth and family involvement through use of video-conferencing, phone calls, and family engagement in Multi-Disciplinary Team meetings. Explore other options for promoting relationships with family and natural supports.
- Support a positive and streamlined reentry for youth to community schools by reviewing the school notification process, relevant forms and direct involvement; participating in Individualized Education Plans held in the institution prior to release; ensuring follow up for timely transfer of school records/transcripts; and promoting youth's engagement with education and self-management while in the institution.
- Seek funding to support improved aftercare and parole programming for all youth leaving JR.
- Educate institutional staff on what community facilities have to offer youth and what mentor programs are available.



- Increase youth matches with mentors. Reentry and transition team meetings will include identification of mentor match.

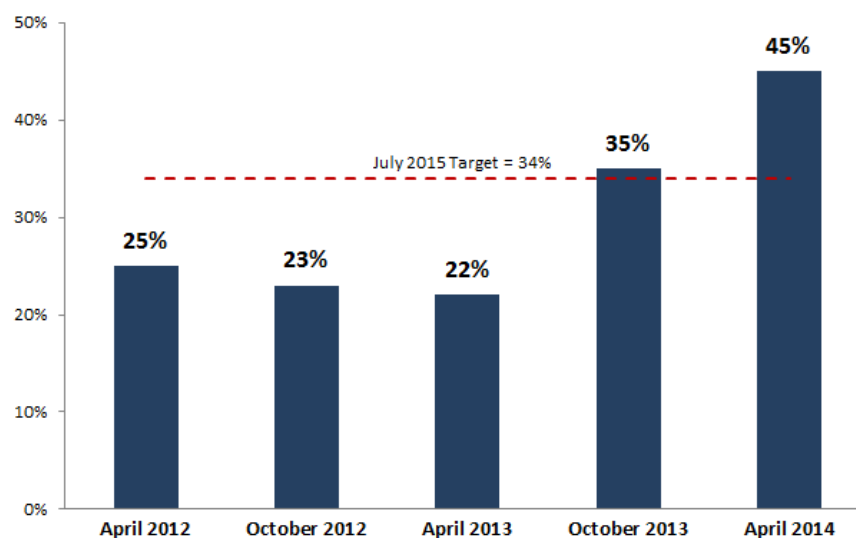
Strategic Objective 2.2: Youth in JR will have increased access to job readiness, job search and employment programs.

Importance: Increasing a youth's preparation for engagement in the workforce upon reentry to their community significantly improves their ability to be safe, contributing and fully engaged community members.

Success Measure:

- 2.2.1 Increase the percentage of youth enrolled in vocational training from 29 percent to 34 percent by July 2015.

CHART 2.2.1. Percent of youth enrolled in vocational training programs



Action Plan: JR will:

- Partner with DVR, Employment Security, community based vocational training programs, and the business/employer community to improve the economic stability of youth and their families.
- Develop a special focus on youth training in specific vocations and job areas including access to Job Corps, onsite vocational training, and community-based vocational training and apprenticeship programs. JR will expand relationships with Job Corps or other types of Job Corps-like programs.
- Implement the On-Campus Employment Guide (Reentry Action Group Proposal) in each facility. Develop apprenticeships, internships, and work-based volunteer programs.



- Develop additional on-campus employment opportunities, explore work opportunities off campus, and obtain access to on-line vocational assessments and training.
- Work with youth to develop resumes and reference materials that highlight their vocational skill sets.
- Evaluate proposals for new vocational and trade certification programs for youth, particularly those with special needs, and identify partners for their implementation.

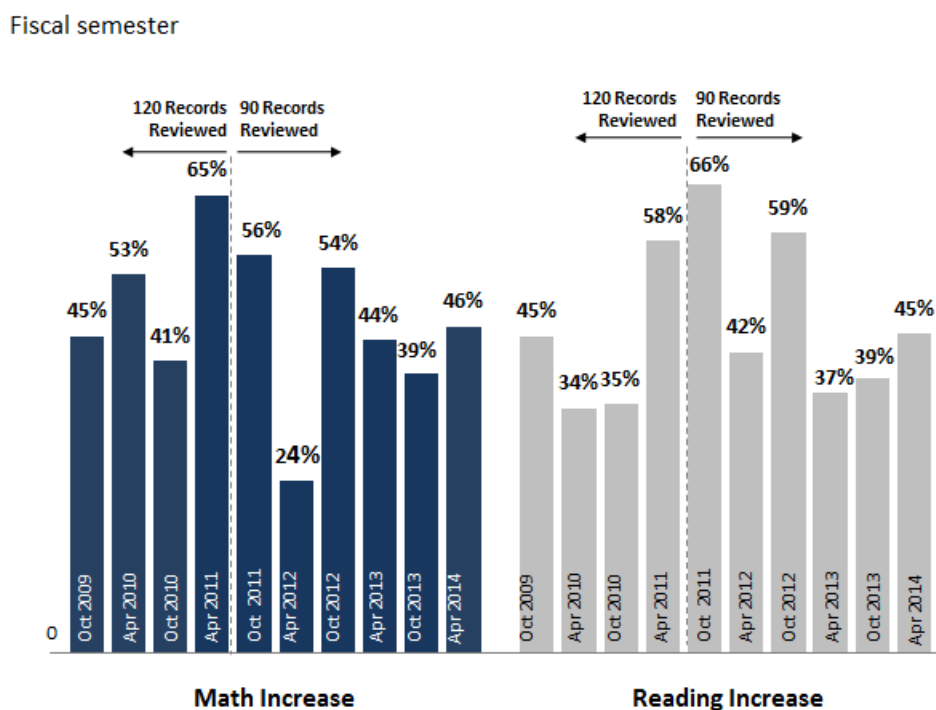
Strategic Objective 2.3: Youth in JR will experience an improvement in their academic status while in care.

Importance: JR youth have high levels of adverse childhood experiences, which are demonstrated to increase the likelihood of behavioral problems and criminal behavior in adolescence. In order to help prepare youth for a crime-free future, we must provide them with opportunities which increase the protective factors in their lives and prepare them for a successful reentry to their community. Most youth enter JR with a history of truancy and below grade level scores in reading and math and are behind in school credits. Addressing educational readiness is a significant step towards preparing a youth for a working adult world.

Success Measure:

- 2.3.1 Increase the percentage of youth served by juvenile rehabilitation for over six months whose test scores increased between admission and discharge by 5 percent by July 2015.

CHART 2.3.1. Test score increases in math and reading



Action Plan:

- JR will work in partnership with educational systems, educational advocates and other state agencies to foster student educational readiness and promote stable living situations for children and youth to improve educational success.
- JR will focus on increasing youth school success with a specific focus on youth improving to grade level in math and reading, youth completing credits toward their high school diploma, and increase their motivation and re-engagement with the education system.

Strategic Objective 2.4: Increase public safety through provision of coordinated rehabilitative services to residents at SCC.

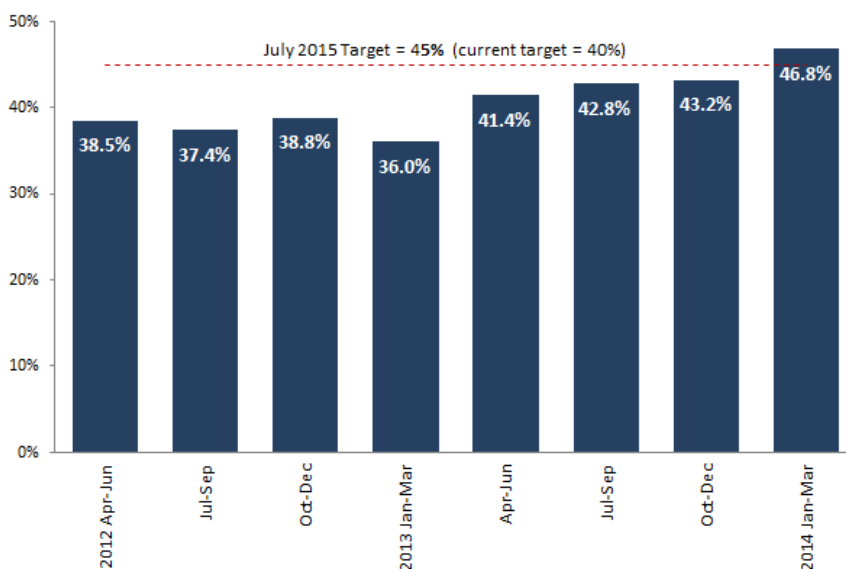
Importance: SCC residents are prepared for the greatest potential of successful community transition and reentry when they are offered and voluntarily accept coordinated rehabilitative services. Connecting treatment participation and employment provides residents with hope and a greater likelihood of achieving a transition to the community.

Success Measure:

- 2.4.1 Increase percentage of enrollment rate of individuals voluntarily participating in treatment from 40 percent to 45 percent by July 2015.

CHART 2.4.1. Percent of residents voluntarily enrolled in treatment

Percent of residents voluntarily enrolled in treatment

**Action Plan:** SCC will:

- Identify additional strategies for providing information to residents who are contemplating participation in treatment, including a link to employment. Outreach will be provided to



residents who do not usually communicate with clinical staff around the benefits of treatment. SCC managers and staff will identify how their work supports residents' rehabilitation.

- Conduct a Request for Information to all certified sex offender treatment providers (SOTPs) in the state, review credentials and conduct interviews to establish list of "SCC approved to contract" SOTPs. SCC will establish a list of SCC approved SOTPs accessible by Phase 4 residents and their legal representation to allow for more efficient contracting process and potentially quicker transition for the residents.
- Take steps to revise RCW 71.09, which would allow Department of Corrections (DOC) to delay DOC supervision until a resident is prepared to step down from a DSHS Secure Community Transition Facility (SCTF). This revision will allow for more focused therapeutic intervention while the resident is under the supervision of DSHS/SCC staff. Department of Corrections will be introduced to the resident's community transition team when a resident is preparing for a step down to a community placement outside of a DSHS SCTF. This also supports an appropriately longer period of community supervision time from DOC when SCC staff members are not present and the resident is fully integrating into the community.

DSHS Goal 4: Quality of Life - Those in need will be supported to attain the highest possible quality of life.

Strategic Objective 4.1: Rehabilitate the maximum number of DVR eligible individuals that available resources will support.

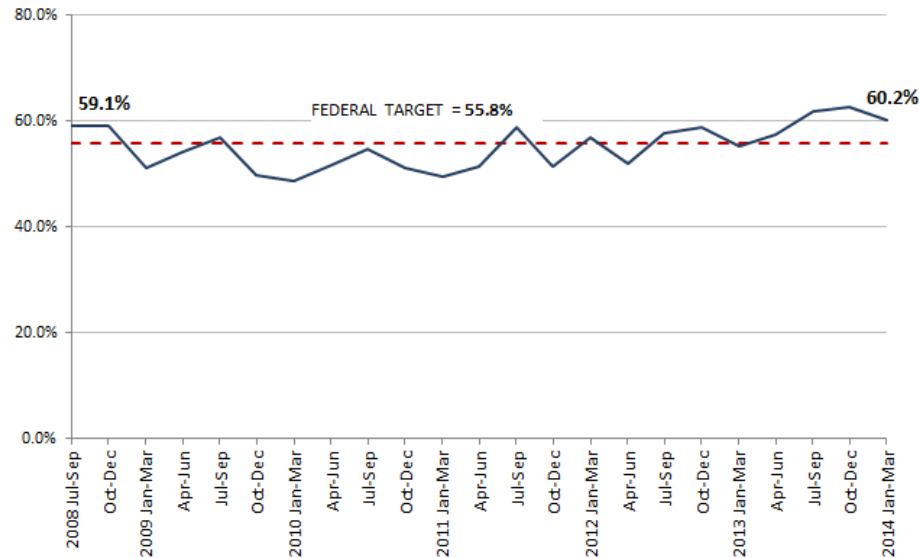
Importance: DVR supports Governor Jay Inslee's **Results Washington** Goal 2, Prosperous Economy, and the leading indicator of increasing the employment rate for people with disabilities. Finding ways to maximize how DVR reaches and serves individuals with disabilities who are eligible for vocational rehabilitation promotes the priority of a Working Washington, provides meaningful employment, the ability to live independently, and results in a greater quality of life.

Success Measures:

- 4.1.1 Maintain a rehabilitation rate above the federal standard of 55.8 percent for all DVR clients, including: youth that transition from high school to work; clients that complete the WorkStrides workshop; supported employment clients and clients that receive job placement services from a Community Rehabilitation Program by July 2015.

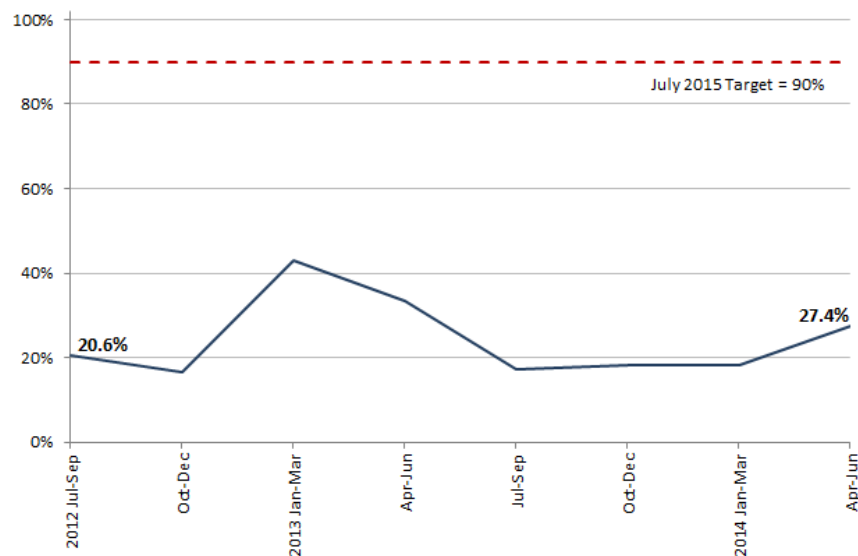


CHART 4.1.1. Vocational rehabilitation rate



4.1.2 Increase the percentage of transition students who exit high school with an Individual Plan for Employment from 17 percent to 90 percent by July 2015.

CHART 4.1.2. Percent of transition students who exit high school with an IPE in place



Action Plan: DVR will implement multiple strategies to increase the rehabilitation rate for the individuals served. We will:

- Provide timely, individualized services to DVR customers that result in employment outcomes that meet the customer's needs.
- Update and implement a revised statewide model for more effectively serving the high school transition population.



- Update Memorandum of Understandings between DVR and eight federally funded Tribal VR programs to ensure optimal partnership between programs and American Indians access to all VR services available to them.
- Expand the availability of the DVR WorkStrides career preparation workshop to all clients by engaging an array of partners to help deliver the workshop on a regular basis. Complete a train-the-trainer model with DVR and external vendors.
- Implement identified improvements to increase statewide consistency and quality of case services and develop a training based on case review results.
- Refine DVR's Community Rehabilitation Program (CRP) business model to achieve the best outcomes for DVR customers seeking employment.
- Develop interlocal agreements with school districts, Regional Support Networks and county developmental disabilities programs.
- Work in partnership with the DSHS Developmental Disabilities Administration and other related organizations to address the needs of individuals with intellectual disabilities.

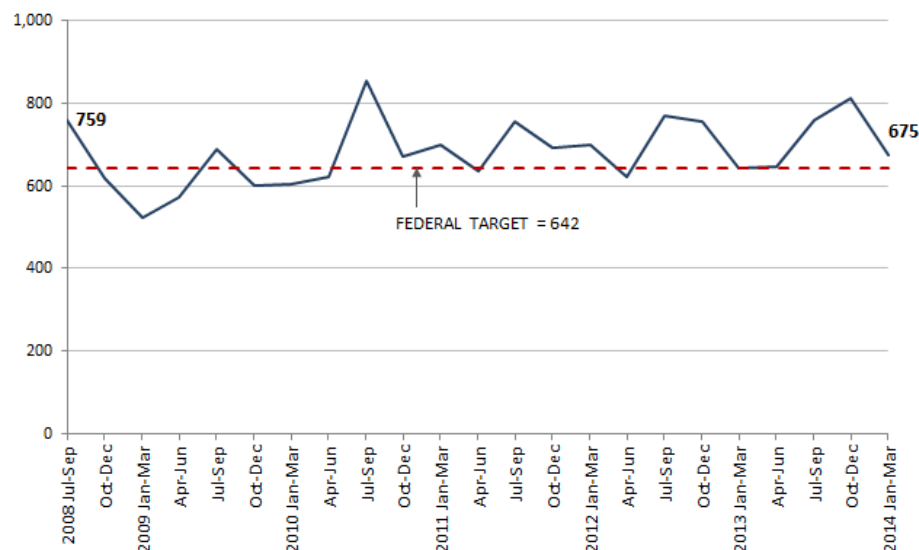
Strategic Objective 4.2: DVR will become more visible in the employer communities as a key source for quality job applicants and by demonstrated ability to deliver talent, support, and follow up to the employer community. DVR will become more visible in the disability community as a key source of good paying jobs.

Importance: Increasing DVR's visibility in the disability and workforce communities promotes both access to federally supported services for individuals with disabilities and increases the interest and passion of employers to discover the benefits of hiring them. Providing employers with timely access to talents and skills of individuals with disabilities meets their workforce needs and keeps them engaged.

Success Measures:

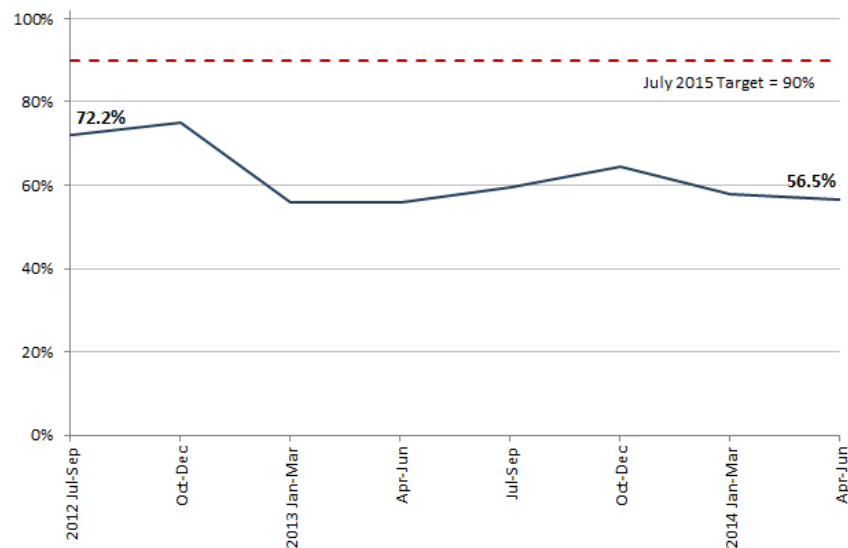
- 4.2.1 Exceed the federal standard for increasing the number of individuals with successful employment case closures each federal fiscal year by July 2015.

CHART 4.2.1. Successful employment case closures



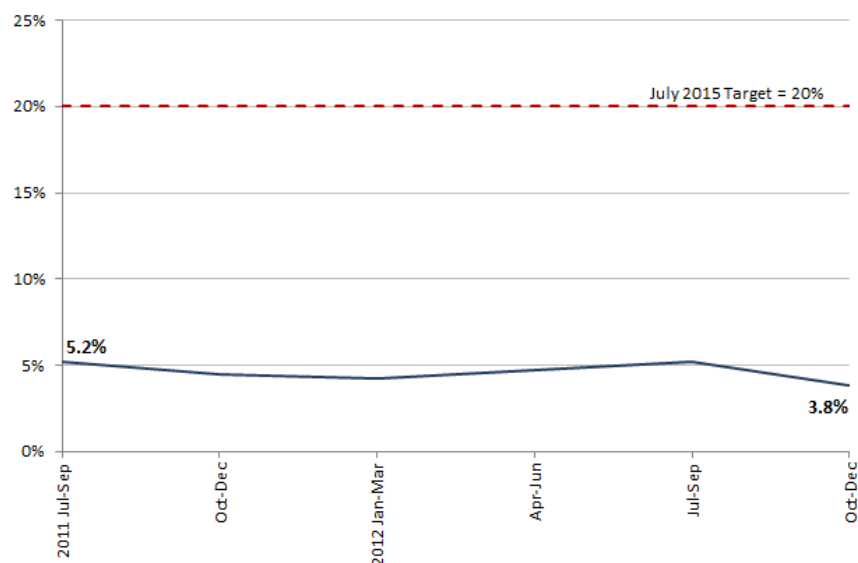
- 4.2.2 Maintain customer satisfaction rates on the DVR survey at 90 percent or higher by July 2015.

CHART 4.2.2. Vocational rehabilitation customer satisfaction rates



- 4.2.3 Increase the percentage of DVR clients who achieve employment outcomes that match the state median wage from less than 5 percent of clients to 20 percent by July 2015.

CHART 4.2.3. Percent of DVR clients who achieve employment at state median wage



Action Plan:

- Build local, state, regional, and national partnerships with public and private employers, employment advocates, business leaders, talent acquisition employer representatives, and



social service partners to advance opportunities for individuals with disabilities to rapidly obtain employment, including supported employment.

- Develop relationships with employers to create opportunities for clients to gain work experience through internships, on-the-job training and other approaches to obtain regular jobs or careers that pay well with benefits.
- Market the vocational rehabilitation program to employers by categorizing the similar employment goals of customers and strategically targeting employers in corresponding occupations.
- Develop broader employer options to respond to a diverse customer base and evolving economic and job sector growth.
- Sponsor at least one major employer community event in each DVR Area.
- Expand the availability of the WorkStrides workshop to all 26 DVR offices.
- Engage in the Governor's Disability Employment Task Force to address improving state employment opportunities and outcomes for people with disabilities.
- Provide technical assistance to hiring authorities and supervisors about reducing barriers to hiring individuals with disabilities.
- Collaborate with members of other JJ&RA administrations to design and develop a "dual customer service model" that embraces the business/employer community as an integral partner in our infrastructure and service delivery process.
- Enhance the agency's involvement and staff participation on the Public VR systems National Employment Team and the internal DVR Employment Services Team.
- Evaluate building a service delivery infrastructure within its case management system to support the national VR systems' Talent Acquisition Portal and actively engage customers and employers to participate on the new talent recruitment hub.
- Implement a cross-system collaboration with JR to assist youth with disabilities who are reentering the community with attainment of gainful employment.

DSHS Goal 5: Public Trust - Use of strong management practices that ensure quality and leverage all resources.

Strategic Objective 5.1: Maintain a productive, effective organization and maximize service delivery capacity within available resources.

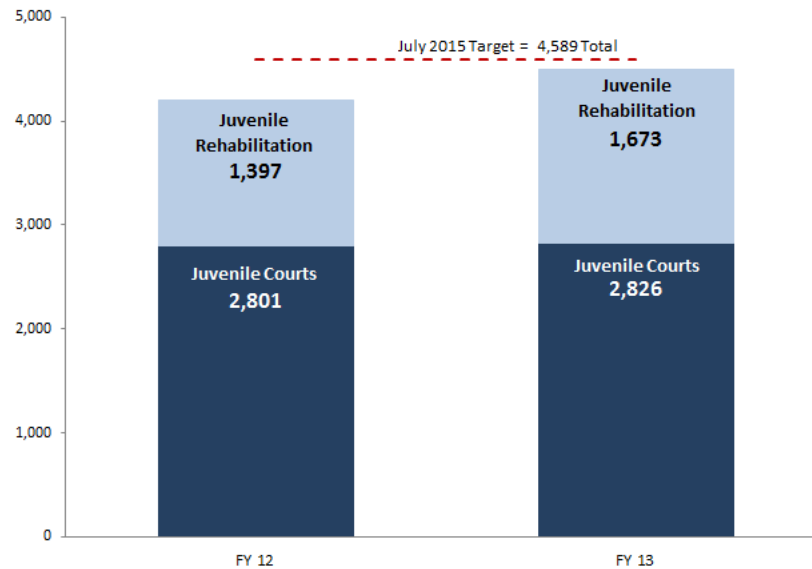
Importance: Public trust is essential for a public enterprise to be seen as credible, effective and working in the best interest of customers and taxpayers. JJ&RA understands the need to promote a continued focus on managing resources wisely to best serve the needs of customers by utilizing data, research and analyses to inform practice, policy and budget decisions and monitor performance.

Success Measures:

5.1.1 Increase the number of evidence- and research-based services provided to juvenile justice involved youth by 2 percent by July 2015.



CHART 5.1.1. Number of evidence- and research-based services to juvenile justice involved youth

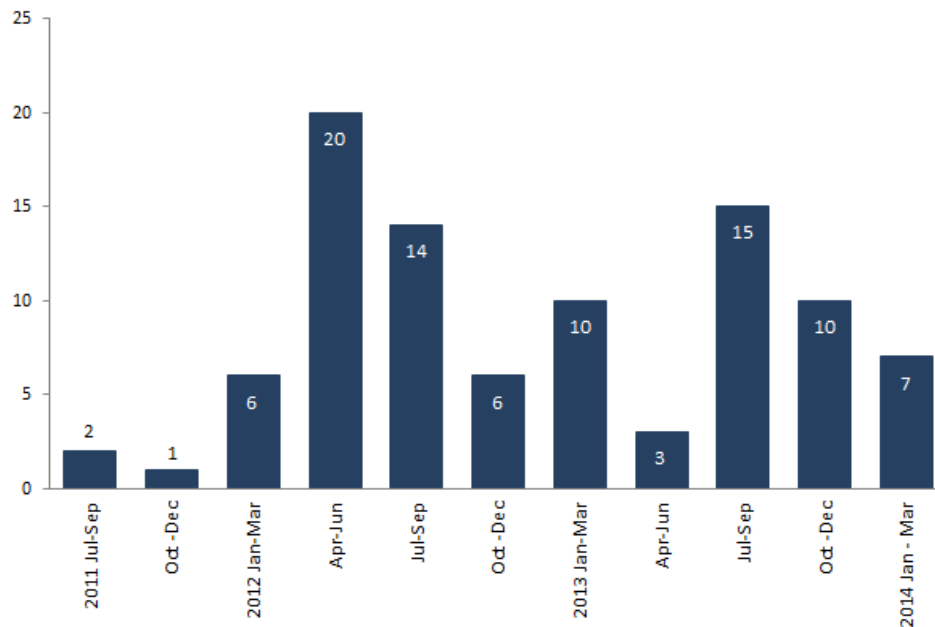


5.1.2 Increase by 20 percent the number of reports and performance measures across JJ&RA that are regularly disaggregated by race, ethnicity and gender to inform decision-making and optimize opportunities for inclusion assessment and workplace climate by July 2015.

5.1.2 Chart to be developed after baseline established

5.1.3 Increase safe work environment as demonstrated by a decrease in the number of referrals to law enforcement for assaults on staff in JR residential facilities by 5 percent by July 2015.

CHART 5.1.3 Referral of assaults to law enforcement

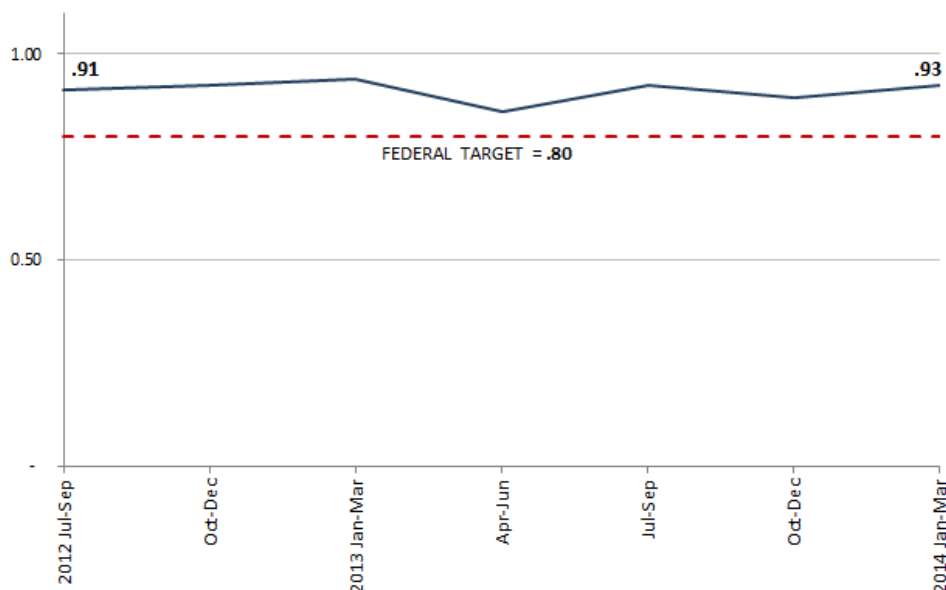


Note: facility closure and population characteristics impact recent data



5.1.4 Continue to meet and exceed the federal target (0.80) of the ratio of minority access to Vocational Rehabilitation programs as compared to non-minority access by July 2015.

CHART 5.1.4 Ratio of minority access as compared to non-minority access to vocational rehabilitation programs



Action Plan: JJ&RA will:

- Develop a strategy to expand the reach of existing evidence- and research- based practices in the juvenile justice continuum. Emphasize how evidenced and research-based practices improve safety by improving conflict management and emotional regulation skills. Continue to provide Aggression Replacement Training, Dialectical Behavioral Therapy skills training.
- Increase the use of validated instruments to assess and measure risk to public safety and to guide increased community placement options for youth.
- Increase focus on understanding and using data to manage programs. This includes disaggregation of data by race and gender to understand potential decision points of disparate treatment, including reports completed at each institution and region.
- DVR will utilize the results of the Net Impact Study of Workforce Development Programs and other public Vocational Rehabilitation best practice models to inform how to improve DVR effectiveness in assisting customer to achieve employment outcomes.
- DVR will utilize and implement the results of the Charting the Course for Vocational Business Relations to design and implement an effective dual customer service model that benefits JJ&RA as a whole.

Strategic Objective 5.2: Recruit, develop, and retain an informed, diverse and engaged workforce.

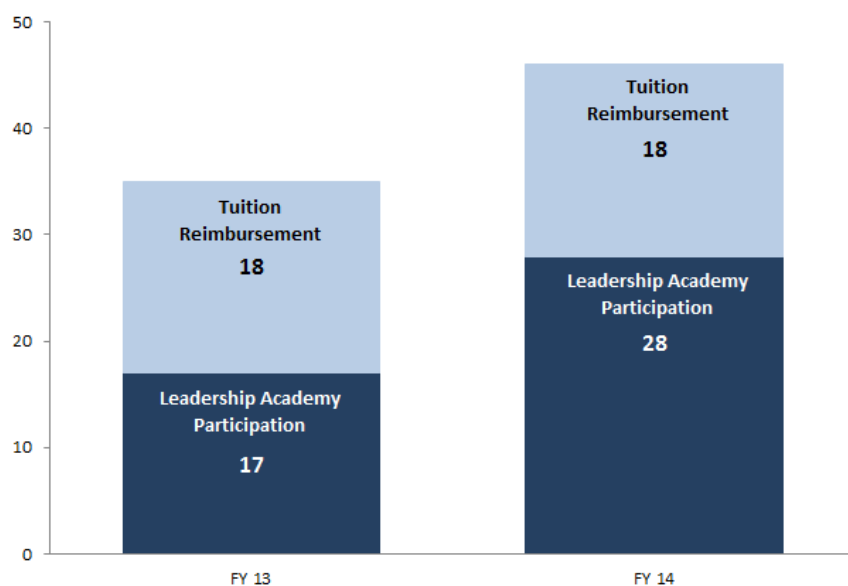
Importance: We can best assure public trust by aligning purpose and objectives with the principles of equity, diversity and inclusion across the entire suite of programs in JJ&RA. An engaged and motivated workforce ensures greater retention of staff, development of future leaders within the organization and improves customer service and customer relationships.



Success Measures:

5.2.1 Increase by 5 percent the number of staff participating in JJ&RA Leadership Academy, receiving tuition reimbursement, and getting professional mentoring and coaching.

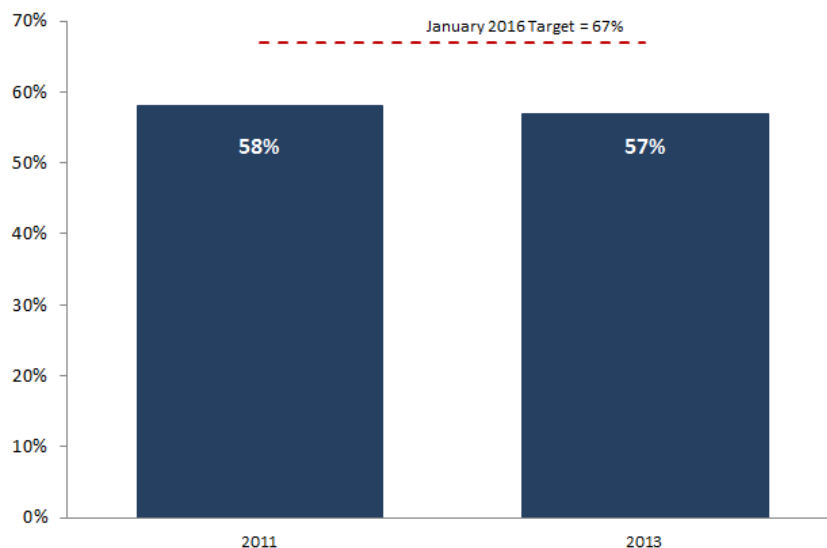
CHART 5.2.1 JJ&RA staff participating in professional development



Note: data collection mechanism for professional mentoring and coaching under development

- 5.2.2 Satisfaction level of staff as expressed on the employee survey question “In general, I’m satisfied with my job” increases by 10 percent by January 2016.

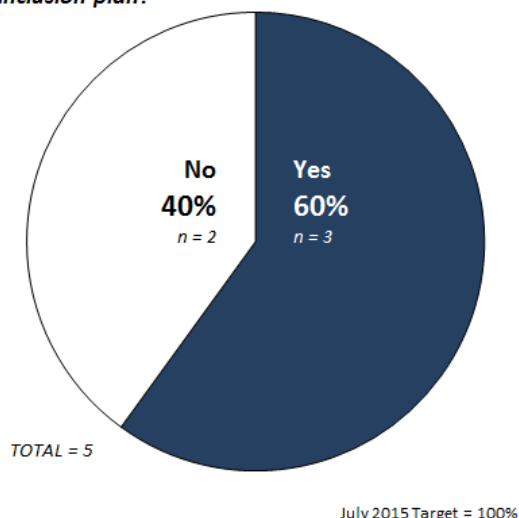
CHART 5.2.2 JJ&RA employee satisfaction



- 5.2.3 100 percent of JJ&RA divisions will have a diversity and inclusion plan by July 2015.

CHART 5.2.3 JJ&RA diversity and inclusion plan

Division has complete diversity and inclusion plan?



Action Plan: JJ&RA will:

- At new employee orientations, all JJ&RA staff will be informed about the Leadership Academy, tuition reimbursement, and professional mentoring and coaching. JJ&RA will develop flyers with information about staff development programs and have readily available in work settings.
- Act affirmatively to recruit and hire qualified individuals from protected groups and continue to identify and address trends in staffing, hiring and turnover.
- Enhance the skills that employees have through improved training methodology.
- Continue full participation in the DSHS and State EEO/AA/ADA Reporting requirements.
- Monitor the hiring, promotion, development and retention processes across JJ&RA and identify points in the process needing enhancements or change in approach.
- Develop local experts in treatment and service models for sustainability of model, meeting training requirements, and workforce development opportunities.
- Review JJ&RA Employee survey results by area, highlight strengths and concerns, and develop local and administration action and communication plans.
- Coordinate Diversity and Inclusion training with employee engagement, basic and advanced supervisory, ethics and professional competence training across the administration.



Department of Social and Health Services

Juvenile Justice and Rehabilitation Administration

